

CIVIL AIR PATROL

Public Relations Campaign

Theme: Where Imagination Takes Flight!

Abstract

Civil Air Patrol is a nonprofit volunteer organization, congressionally chartered with three specific missions: Emergency Services, Aerospace Education, and Cadet Programs. Its membership consists of 60,000 adult and youth volunteers located in all 50 states, plus the District of Columbia and Puerto Rico. Since public support is crucial to nonprofit organizations, a comprehensive public relations campaign has been developed by National Headquarters Civil Air Patrol.

With Civil Air Patrol's diverse missions, it was necessary to develop a broad-messaged theme that applies to all CAP missions. "Where Imagination Takes Flight!" was chosen because it strongly addresses CAP's Aerospace Education and Cadet Programs, with a broader application applying to adult members participating in our Emergency Services missions.

The campaign is slated to kick off this summer, and National Headquarters is developing printed media and public service announcements that echo the theme "Where Imagination Takes Flight!"

The campaign calls for securing space-available billboard advertising through a national outdoor advertising corporation. A preliminary design has been developed to aid in determining costs associated with a space-available billboard campaign.

Compelling Need

Civil Air Patrol receives the bulk of its funding through appropriated funds administered by the U.S. Air Force. Most of these funds are earmarked to support CAP missions, with a relatively modest amount set aside to support a small administrative staff.

Historically, Civil Air Patrol has relied on its volunteers to promote their organization. The result has been inconsistent exposure and disconnected messages. For organizations that rely on federal funding, public support is crucial. The "Where Imagination Takes Flight!" campaign is designed to increase public awareness of one of the country's most active volunteer organizations.

Government guidelines prohibit the use of appropriated funds for most marketing programs. Through donations, fund-raising and membership dues, Civil Air Patrol has a modest sum of nonappropriated moneys available for activities that don't fit the criteria for use of appropriated funds. In fiscal year 1999-2000, corporate funds have been set aside to finance a public relations campaign. Since these funds are limited, it is necessary for CAP to secure space-available advertising.

Purpose

"Where Imagination Takes Flight!" endeavors to enhance public awareness of Civil Air Patrol contributions to the public. The campaign's mission statement reads: "To inform internal and external audiences of Civil Air Patrol's national importance; enable the organization to grow; protect the image and assets of the corporation; and strengthen relationships with key audiences and customers."

Programs

The U.S. Congress established Civil Air Patrol to encourage and aid citizens in contributing to the public welfare and to provide aviation education and training to its members and local communities. That charter also outlined ambitions to provide an organization of private citizens to assist in meeting local and national emergencies. To that end, Civil Air Patrol established three key operational areas — Emergency Services, Cadet Programs and Aerospace Education — to carry out congressionally chartered missions.

Emergency Services

Civil Air Patrol is perhaps best known for its search and rescue efforts, flying more than 85 percent of all federal inland search rescue missions directed by the Air Force Rescue Coordination Center at Langley Air Force Base, Va. Each year, approximately 100 lives are saved through the efforts of these volunteers.

In addition, to search and rescue, CAP provides disaster relief and other humanitarian missions that include drug interdiction flights on behalf of various governmental agencies.

Cadet Programs

The Civil Air Patrol Cadet Program provides youth from sixth grade through age 20 with a safe, active and educational environment. The program seeks to produce a well-rounded young person by addressing five critical areas: leadership skills, aerospace education, physical training, activities, and moral leadership through a tiered program of progression. The program encompasses 16 achievement levels related to those critical areas. In addition, CAP provides orientation flights for cadets, sponsors special activities, international travel, and flight encampments. More than 26,000 young people across the country participate in Civil Air Patrol's Cadet Programs.

Aerospace Education

Civil Air Patrol's Aerospace Education mission focuses on two audiences—internal CAP members and the general public.

The internal program ensures that all CAP members have an appreciation for and knowledge of aerospace issues. A rigorous education program is offered at every level of the CAP organization. Aerospace educators at CAP's National Headquarters at Maxwell Air Force Base, Ala., provide materials that reflect the highest standards of educational excellence.

The congressional charter also tasked CAP to stimulate public interest in aerospace issues. These external programs are primarily conducted through our nation's education systems. Each year, CAP supports more than 100 workshops in colleges and universities across the nation, reaching more than 3,000 educators. These workshops highlight basic aerospace knowledge and focus on advances in aerospace technology. Textbooks, learning tools and visual aids geared to stimulate interest in aerospace matters also are provided for teachers to use in their classrooms. Dating back to 1951, these workshops have reached hundreds of thousands of teachers and students across the nation.

Key Messages:

School teachers provoke the imagination of thousands of young people through free aerospace education material and information provided by Civil Air Patrol.

Civil Air Patrol provides America's youth with exciting and challenging aviation opportunities enabling them to fully develop their potential.

Unpaid volunteer members realize their dreams by providing community service through search and rescue, disaster relief damage assessment, mentoring youth, assisting in the war on drugs and working with school teachers through aerospace education.

Focus Topics:**Imagine...**

- Flying an airplane
- Mentoring young people
- Saving lives
- Helping school teachers promote student interest in aerospace curriculum

Media Strategy

Civil Air Patrol seeks to disseminate its message through promotional materials, public service announcements, and outdoor advertising.

Printed materials

Media folders, posters, and brochures touting the theme "Where Imagination Takes Flight!"

Public Service Announcements

Civil Air Patrol is working in partnership with ONDCP and the National Guard Bureau's Multijurisdictional Counterdrug Joint Task Force Training to produce and distribute broadcast and radio PSAs. Civil Air Patrol is working with Celebrity Connection out of Los Angeles to secure a celebrity spokesperson to be featured in these videos. The PSAs will be submitted to the Ad Council for consideration to be aired as part of the ONDCP's National Youth Anti-Drug Media Campaign. Though the PSAs will have an antidrug message, they will also echo our ongoing theme "Where Imagination Takes Flight!"

Outdoor Advertising

To reinforce the campaign theme and introduce Civil Air Patrol to the general public, CAP seeks to secure space-available advertising through a national outdoor advertising company. National Headquarters has worked with Lamar Advertising's Montgomery staff and Vincent Printing, Hixson, Tenn., to develop a billboard design suitable for outdoor advertising. The campaign calls for the production of 350 10'5" X 22'8" billboards. The billboards should be located in key markets within CAP's eight regions. Civil Air Patrol will pay for billboard production, posting and shipping fees, detailed in Attachment 1.

CAMPAIGN BUDGET, FY '00

350 Billboard Posters:

Production	\$ 50 ea	350	\$17,500.00
Posting	\$100 ea	350	\$35,000.00
Shipping	\$10 ea	350	\$3,500.00

Total costs			\$56,000.00
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PSAs:

Associated costs, travel, per diem, lodging	\$6,000.00
Celebrity Search fee	\$3,200.00
2,000 Video PSA dupes @ \$18 ea.	\$16,000.00
2,000 Audio (CD) PSA dupes @ \$2.50 ea.	\$5,000.00

Total Costs	\$30,250.00
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Civil Air Patrol

Video Imaging Implementation Plan

15 May 2000

Vision: Our vision is to:

- a. See Civil Air Patrol fully adopt Video Imaging (VI) as a major component of its Emergency Services mission.
- b. Promote the CAP Video Imaging mission to our external customers as a major service we provide on a timely and reliable basis.
- c. Develop the capability for every CAP wing to provide a rapid response of both Video Imaging Downlink (VID) and high-resolution fly-back Video Imaging modes to federal, state and local government agencies.

Motivators: Why this is important

- a. In today's Information Age, emergency response planners expect more timely information about developing situations. These planners recognize real-time and near real-time images as an invaluable tool in emergency response planning.
- b. Likewise, America's war against illicit drugs has produced response planners who watch High Intensity Drug Trafficking Areas (HIDTA) and deploy intercept forces. These planners also recognize the value of real-time and near real-time photo-reconnaissance in their response planning.
- c. In recent years, our SAR mission has steadily declined and new generation ELT's will increase that trend. Our Counter Drug mission has increased over the same time frame allowing us to maintain our ops tempo; however, this funding is highly vulnerable to political forces beyond our control. *We need a new major mission profile to sustain the viability of the CAP ES mission.*
- d. CAP has an enviable position with a nation-wide fleet of aerial platforms ideally suited to Video Imaging. The development of this mission fits the organization's core values and will ensure the viability of CAP and its Emergency Services mission well into the future.

Goals: What we plan to do

- a. Petition CAP Senior Leadership to embrace Video Imaging as a new major component of the Emergency Services mission and to adopt this project plan.
- b. Define customer expectations and develop new customer relationships revolving around Video Imaging with agencies at national, state and local levels especially encouraging local units to form support relationships with local customer agencies.
- c. Develop the capability to place an aircraft with VID over any target in the United States and begin providing near-real time imaging within two hours of the request.
- d. Develop operating procedures, training curriculum, standards and inspection criteria to standardize our response and ensure continued levels of excellence in Video Imaging across the country.

Background:

As early as the late 1980's, individual CAP units began experimenting with down-linking of video images from aircraft. This was being done with the cooperation of CAP members who were licensed Amateur Radio operators using Amateur Television (ATV). Response from agencies supported at the local level was immediate and positive.

In 1994 the communications section at NHQ was informed by the Air Force Frequency Management Agency (AFFMA) that such use of spectrum allocated to the Amateur Service under the FCC was not authorized. Research into the laws governing Federal and Civil use of the radio spectrum validated the judgement of AFFMA.

Therefore, in 1995, National Headquarters began searching for a legal alternative that would fulfill the needs of our various customers. This search led to the discovery of an industrial-grade version of Slow Scan Television marketed by Communications Specialist Incorporated of California, which could be used over our existing AFFMA assigned frequency allocations.

The first experiments with the CSI video modem were conducted in 1995 and a full report given to the membership at the 1995 Summer National Board in Washington D.C. It was immediately apparent that interest in this capability was very high among those that attended.

While the initial motivation was to find something to replace ATV, SSTV turned out to not only solve the frequency allocation problem but, in addition, brought with it several operational improvements over moving video. The most important of these was a significant expansion of range. While an actual video signal is viable for only 15 - 20 miles, an SSTV signal can be sent directly over three to four times this distance and airborne relay can extend this range over the horizon for hundreds of miles. And while many people thought that still images were a compromise from "real" video, studies soon showed that a high-resolution still-frame image is actually *more* useful to emergency planners than moving video.

With gaining momentum, further research was conducted culminating in a formal presentation to the 1996 Winter National Board meeting, in Atlanta. The National Board approved the Research and Development proposal and allocated funding for the continuation of the project. From this funding the first prototype CAP Slow Scan system was produced.

In addition to the national level research, CAP Supply Depot began offering the components necessary to build experimental Slow Scan systems and two CAP member-owned companies sprang up providing pre-built systems. This allowed significant growth of Slow Scan within the organization with as many as 50% of the wings developing some level of capability.

Parallel to these field-level initiatives, Research and Development at the national level continued. In 1996 and 97, the newly formed National Technology Center was funded to produce eight Slow Scan systems to validate minimum system capabilities, packaging, and system standardization. These eight systems were provided to the eight CAP regions and are in use today providing valuable field-use data in preparation for a final system specification.

During this period of Slow Scan development the new CAP capability has been demonstrated to innumerable local, state and federal agencies, all of which have enthusiastically embraced this new support to their mission. CAP Slow Scan has been actively used in support of security at the 1996 Summer Olympics in Atlanta, Georgia; in counter-drug support to the Drug Enforcement Agency and U.S. Customs along the Mexican border; and in support to FEMA and numerous state Offices of Emergency Services after half a dozen hurricane landfalls, western wildfires, and other environmental emergencies.

In support of this new mission initiative, other supporting systems developed. Chief among those was delivery of images almost instantly to any agency (or agencies) across the nation using the World Wide Web. The CAP Web Mission Information Reporting System (WMIRS) allows a mission base to report critical information about an active mission including actually posting the images being captured by the aircraft. This allows anyone anywhere, with secure access to the WMIRS system, to view the mission information and images as they arrive. We can now fly a video mission anywhere in the country and immediately deliver the requested images to a supported agency regardless of their location or proximity to the mission area.

As a result of the many Slow Scan success stories, NHQ began searching for sources of funding for a nation-wide standardized Slow Scan system. In this effort, CAP ES approached FEMA in 1999 with a request for funding. Unfortunately, that request was denied. However, the significant project momentum which developed over the preceding four years has resulted in a continued growth of CAP Slow Scan capability in spite of this set back.

The Next Step

Civil Air Patrol is now at the beginning of a new era in our Emergency Services mission. We have demonstrated our initial airborne video capability in a variety of situations under many different sets of conditions. And what we have found time and again is an enthusiastic response from those agencies we support at all levels.

Recent years have seen a steady decline in Search and Rescue missions and, with the advent of 406 MHz ELTs, this trend will continue. The Counter-Drug mission has expanded sufficiently over this period to allow CAP to maintain our ops tempo. However, the funding for the Counter-Drug program is very dependent upon political forces outside our control and that funding could disappear with little warning.

Therefore, it is crucial that we find a new Emergency Services mission which capitalizes on our organizational core values and supplements those existing missions which are declining or vulnerable. Video Imaging is that new mission.

Video Imaging Defined

So far, we have primarily discussed Slow Scan video down-linking from aircraft, but that is only one facet of the overall Video Imaging mission. Video Imaging encompasses all forms and phases of photo-reconnaissance, both airborne and ground.

This includes High Resolution Fly Back or Drive Back photography which may be conventional 35mm still frame images, new generation High-resolution Digital still-frame images, or narrated moving video in any of the standard formats. It also includes down-linked photography as discussed previously and can potentially include both still and moving video although, for reasons already explained, still-frame video is the CAP down-linking preference.

All of these formats have unique advantages and disadvantages making each beneficial for differing mission profiles and customer requirements. In order to respond in a variety of mission situations, CAP must fully develop the capability to provide all of these forms of Video Imaging anywhere in the country.

The Plan

In order to develop this organic CAP capability there are several groups of tasks which must be accomplished. These tasks are the *objectives* of this project plan.

Objectives

1. Adopt Video Imaging in all applicable CAP policy, guidance, and literature
 - a. *Insert* Video Imaging into appropriate Emergency Services regulations
 - b. *Consider* new Specialty Training Tracks for Video Imaging specialties
 - c. *Publicize* the new mission internally to membership and externally to customer base
 - d. *Pursue* formal Video Imaging support relationships with agencies and departments at the national level
 - e. *Develop* and *publish* guidelines for wings and squadrons to develop support mission relationships with agencies at their level
2. *Develop* implementation standards
 - a. *Establish* standardized equipment specifications
 - SSTV and Fly-Back video systems
 - b. *Write* Operating Procedures for all modes and all duty positions
 - MC/Pilot/Video Operator/Web Uplink Operator/Mission Base
 - c. *Develop* training curriculum (based on operating procedures above)
 - d. *Publish* an implementing regulation on standards and procedures
 - e. *Develop* Inspection Criteria based on standards and procedures
3. *Provide* system support infra-structure
 - a. *Finalize* WMIRS implementation
 - b. *Secure* appropriate RF spectrum for VID
4. *Field* standardized equipment nation-wide
 - a. *Identify* vendors/fabricators for all system components
 - b. *Contract* production/fabrication
 - d. *Distribute* VID equipment per mission capability goals
5. *Implement* Video Imaging as a primary CAP mission profile
 - a. *Begin* inspecting Video Imaging as part of the IG program

Project Timeline

May 2000

Formal adoption of Video Imaging mission and this Project Plan by the NEC
Project manager and steering committee assigned

June 2000

Objective 1a. NHQ Operations tasked to determine appropriate regulatory implementation in 55 and 60 series regulations and ES curriculum. ECD: July 2000

Objective 1b. NHQ Senior Programs tasked to determine the need and/or benefit for creating new Video Imaging Specialty Training Tracks. ECD: August 2000

Objective 1c. NHQ Marketing and Public Relations tasked to begin inserting Video Imaging into CAP News and all internal and external CAP marketing materials (as appropriate). ECD: Ongoing

Objective 1d. NHQ and CAP-USAF Operations tasked to begin pursuing formalized Video Imaging support missions for national-level agencies and departments. ECD: Ongoing

Objective 1e. Development Workgroup assigned to create and publish guidelines for wings and regions to use in securing Video Imaging support missions for agencies and departments at their levels. ECD: August 2000

Objective 2a. Engineering Workgroup assigned to explore current state of the art in applicable fields and develop appropriate CAP Video Imaging equipment and systems standards. ECD: September 2000

September 2000

Objective 2b. Procedures Workgroup assigned to develop operating procedures and practices for all VI duty positions in accordance with standards developed by the Engineering Workgroup. ECD: November 2000

Objective 3a, 3b. Engineering Workgroup continues with infrastructure support systems including WMIRS implementation and defining RF requirements. ECD: November 2000

November 2000

Objective 2c. Training Workgroup assigned to develop training curriculum to support procedures developed by the Procedures Workgroup in coordination with NHQ Senior Programs and Emergency Services. ECD: March 2001

Objective 2d. Regulation Workgroup assigned to write and publish a new CAP regulation implementing the standards and procedures developed by the Engineering and Procedures Workgroups. ECD: January 2001

Objective 2e. Inspection Workgroup assigned to develop Video Imaging inspection criteria in accordance with standards produced by the Engineering Committee and the Procedures Committee and in cooperation with CAP-USAF/IG. ECD: January 2001

Objective 3b. NHQ Communications Section tasked to coordinate RF spectrum support requirements as defined by the Engineering Workgroup. ECD: July 2001

Objective 4a. Engineering Workgroup begins industry search for, and identifies, potential vendors/fabricators for required VI systems and components. ECD: December 2000

January 2001

Objective 4b. Appropriate NHQ office(s) tasked to collect bids and secure contracts with vendors/fabricators in cooperation with the Engineering Workgroup.
ECD: February 2001

February 2001

Objective 4d. NHQ Operations develops distribution plan for VI equipment in accordance with mission capability goals and distributes equipment as shipped from vendor(s). ECD: September 2001

October 2001

Objective 5a. CAP-USAF begins including VI inspection criteria in wing operational evaluations. ECD: Ongoing

Initial Project Cost Projection (The Bottom Line)

To calculate the implementation cost of VI, it is necessary to project the number of systems required to provide a desired level of mission capability across the country. Then, we must calculate the approximate cost of each system.

Initial projections on this, and similar projects, indicate a minimum of 70 and maximum of 240 systems would be needed to achieve a reasonable level of mission capability. Most reliable statistics point between 100 and 150. Our initial projection is 125.

We base our initial estimates on the R&D systems produced by the NTC. In 1997, components for each of the eight R&D systems cost \$9,532. They were assembled in-house at a cost of \$905.84 each for a total cost of \$10,437.84 per system. Calculating for inflation and contracted fabrication, we estimate between \$11,000 and \$15,000 per system in 2001. Therefore, 125 VID systems will cost between \$1,375,000 and \$1,875,000.

Additionally, an appropriate number of corporate aircraft will need to be modified to support Video Imaging missions. Previous R&D work by NHQ and in the field has firmly established that the UV coated Plexiglas windows of our aircraft present a severe degradation to quality imaging. For this reason, it will be necessary to modify VI aircraft with windows or window segments which can be opened for photography in flight. These aircraft will also require 12-volt power modifications and an additional external antenna to support the VI equipment.

Initial cost projection for the window modification is \$350 per unit after an up-front FAA coordination (STC/DER) costing approximately \$15,000. 12-volt power modification is \$150. And the external antenna is \$250 installed. This brings the per aircraft total modification cost to \$750. It is projected that 200 corporate aircraft will need to be modified for Video Imaging at a total cost of \$165,000. This cost could potentially be funded out of the Aircraft Fleet Management Program and/or the CAP Aircraft Modernization Program (CAMP Account) but for planning purposes will be included in the VI Project cost estimate.

This brings us to an initial cost projection for full implementation of the CAP Video Imaging mission capability of \$1,540,000 to \$2,040,000.

Proposal

Request the NEC set aside an initial funding of \$1,500,000 to allow Video Imaging implementation to begin, with a follow-on funding allocation of \$500,000 in FY01.

MAY 2000 NEC

AGENDA ITEM:

Action

SUBJECT: National Award for Moral Leadership Officers HQ CAP/HC - Chaplain Ken Colton

INFORMATION BACKGROUND

1. The Moral Leadership Officer (MLO) position was developed in 1995 to insure CAP had sufficient personnel to provide quality moral leadership training for cadets. MLOs come under the guidance of the Chaplain Service. In 1999 alone, 48 senior members met the qualifications to be appointed as new MLOs and receive the 225 senior track speciality code for MLOs. Today, CAP has approximately 140 certified moral leadership officers.
2. In August, 2000, the Chaplain Service Advisory Council will consider a Moral Leadership Officer Specialty Track Guide to insure all MLOs have set procedures for earning the technician, senior, and master ratings. Once this training guide receives the concurrence of the chaplain council, it will be staffed and presented to the next NEC meeting for final approval.
3. An MLO specialty badge was approved by the NEC for wear by MLOs who have received the 225 specialty code. The badge soon will be available for purchase at the CAP bookstore.
4. The Chaplain Service Executive Council currently receives nominations from each region to give two national awards annually at the National Board: The Senior Chaplain of the Year Award and The Squadron Chaplain of the Year Award.
5. The Chaplain Service would like to commemorate the year 2000 and its 50th Anniversary of the Chaplain Service by beginning a new national award to be known as "The Moral Leadership Officer of the Year Award". Criteria for this award is contained in CAPR 265-1, paragraph 10c. As is done with the two national awards for chaplains, a perpetual plaque will be on display in the chaplain's office at National Headquarters to show recipients of this award.

PROPOSED NEC ACTION

6. Propose that the NEC approve a national Moral Leadership Officer of the Year Award to be given at its Annual Convention. The first presentation of this award will occur in August 2000.

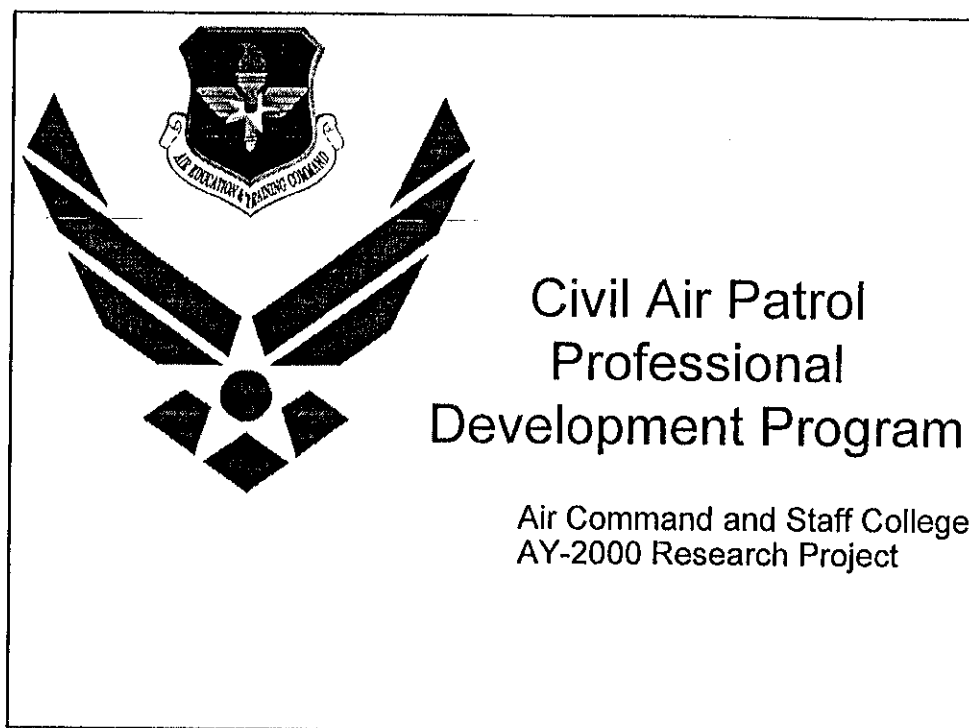
ESTIMATED FUNDING IMPACT


7. The only funding impact will be the addition of one plaque to be awarded each year to the Moral Leadership Officer of the Year. The perpetual plaque to be on display at National Headquarters has already been purchased.

REGULATIONS AND FORMS AFFECTED


8. The main regulation affected is CAPR 265-1, which contains provisions for a national award to an MLO. The Chaplain Service at its annual meeting can give the award, but we prefer the award be given at the Annual Convention awards ceremony.

NEC ACTION





Briefing Overview



- Team Composition
- Project Background
- File Architecture and Organization
- Student Lessons
- Instructor Guides
- Additional Instructor and Student Resources
- Summary

Civil Air Patrol Senior Member Professional Development Course

Project Background

- 1999 USAF Inspector General Report indicated the need for education and training for CAP Senior Members in several specific subjects
- USAF Air Command and Staff College (ACSC) has been a good source of assistance with written support in the past
 - It is an ACSC requirement for each student to perform research and produce a research paper as part of the academic curriculum. The school has traditionally allowed students to perform an agreed-upon CAP project in place of this research
 - ACSC allows a couple of "technical" projects to be completed each year to fulfill the same requirement
 - Early in this ACSC academic year the project was accepted by the school and advertised among the student body
 - The project was decidedly a group project due to the length
 - The project was later changed to be a technical project (a web-based product)

Product development

- Demographics included a diverse population and was therefore written with the hopes of being simple enough for the least learned and yet interesting enough (and with the ability to skip ahead) for the high brows
- 20 subjects were developed into student material with an accompanying instructors guide:
 - Leadership. Discusses the basics of leadership to include leadership styles and traits.
 - Followership. Definition includes the two-dimensional model in volunteer environment.
 - Implementing Change. Discusses the importance of change and how best to implement plans to change organizationally.
 - Ethics. Defines ethics and background to discussion of CAP's core values
 - Core Values. Discusses each of the CAP's as well as the USAF's core values
 - Applying Core Values. Takes the last two lessons and applies them to day-to-day operations. Includes practical examples and case studies.
 - Chain of Command. Discusses chain of command for not only the CAP, but also discusses the organization as an auxiliary of the USAF.
 - Fostering Relationships. Further develops the concept of the mutually beneficial relationship between the USAF and CAP, as well as actions to foster an effective relationship.
 - Inspector General. This lesson provides a basic overview of the Inspector General (IG) Assessment Program and the Inspector General Complaint System
 - Customs & Courtesies. covers military customs and courtesies like saluting, respect to the flag, pledge of allegiance, grade insignias, proper titles, titles of address, and basic drill movements. There are short video clips and sound bytes that correspond to the material.
 - CAP Uniform. This lesson covers the proper wear of the Air Force-Style CAP uniform and grooming standards for CAP personnel.
 - Financial Accountability. Includes discussion of Public Law 88-504, the *Constitution and Bylaws of the Civil Air Patrol* and the decision of its National Board and National Executive Committee (NEC) about proper accounting and dispersal of official funds.

Civil Air Patrol Senior Member Professional Development Course

--Complaint Processing. A how-to guide in IG complaint processing—including sample complaints and discusses the role of the supervisor in the process.

--Safety. This lesson concentrates on flight safety but includes safety issues that are applicable to both ground and flying safety. Cockpit Resource Management (CRM) and Operational Risk Management (ORM) are both discussed.

--Counseling. This lesson discusses the quality of a good counselor as well as how to conduct an effective counseling session.

--Conflict Resolution. Lesson defines conflict resolution, offers negotiation tips, and finally discusses strategy development for conflict resolution.

--Diversity in CAP. Discusses taking advantage of CAP's inherently diverse membership by looking at the evolution of diversity in organizations today.

--Discrimination. Defines discrimination, discusses how to prevent it and report it appropriately.

--Workplace Violence. Discusses why violence occurs, recognizing the signs of a potentially dangerous situation, preventing violence and implementing an emergency action plan in case the unthinkable occurs.

--Discipline & Abuse. Discusses the value of discipline properly applied—and then how good intentions can turn into abuse.

Navigation

-Start at 'Index' & reset computer configuration for optimum graphics presentation

-Homepage-

--Welcome statement to invite and hopefully motivate the reader of the importance of the material, and to take the time to read the Users Guide

--'Users Guide' begins with a discussion of system requirements and includes links to download free software (PowerPoint, Microsoft Word, and Real Player). This general section also includes navigation tips and troubleshooting assistance. At the end of this general section, the students may elect (and are encouraged) to select a Study Tips section—and instructors, an Instructor Information section.

--The 'Study Tips' section contains study tips and gives the student the option to go to separate sections on time management, improving reading effectiveness, and improving concentration. Additionally, the reader may go into any of the lessons, the instructor information, or back to the home page.

--The 'Instructors Information' section was derived primarily from CAP's Manual "Leadership: 2000 And Beyond." It includes a comprehensive discussion of the instructor's responsibilities, tips on preparation and delivery of the lesson material, and list many valuable techniques that may make the learning process enjoyable and rewarding for both the student and instructor. From here the instructor has the option of proceeding to any of the lessons, the 'Study Tips' section, back to the 'Users Guide General Information' section, or back to the home page.

Lesson structure. Each lesson contains lesson material (the basic text) and options to Print Text, Print PowerPoint slides, go to the Instructors Guide, go to the Reference Page, or return to the homepage.

-The lesson material is written to cover the objectives of each lesson as a precursor to an instructed lesson on the subject (although it alone is sufficient to meet the lesson objectives, it is not preferred). Each lesson draws from multiple sources of information, starting with already existing CAP literature. Furthermore, the lesson objectives were

Civil Air Patrol Senior Member Professional Development Course

developed and distributed by the CAP. Finally, lessons were reviewed by the CAP (in some cases many times) prior to final distribution. Each lesson contains graphics, links to web sites, links to other lessons, links to definitions, links to references, and even video and audio clips for learning enhancement. Although the lessons can be used in the paper format, or in the CD format (where pictures and many of the links will be functional), only while online will the student reap all of the benefits of this interactive learning tool.

- 'Print Text' function takes the reader to a Word document version for fast printing or saving without the graphics

- 'Power Point Slides' function permits the reader (either student or instructor) to look at, save (and later edit), or print slides that correspond to the Instructor's lesson plan.

- 'Instructor Guide' button takes the instructor to a guide that has been developed to instruct the lesson material. This guide is written and used in conjunction with PowerPoint slides. Although the lesson material in each lesson sufficiently meets the lesson objectives, the instructor guide is intended to be used as an integral part of the learning process in that it solidifies, applies to practical use, and in some cases evaluates the students grasp of the information. The instructor has the option of printing out the PowerPoint Slides or saving them to disk in order to customize them and later use them to teach the lesson in a classroom environment. Additionally, the instructor can print the instructor guide itself with the 'Print Text' button, which also prints the PowerPoint slide next to the slide description in the lesson. The lesson guides have been written to include tips and ideas to assist the instructor (like questions/anticipated response, case studies, written exercises, etc.).

- 'References' button takes the reader to a page of citations that the lesson material is based on. Additionally, there is a list of supplemental reading for the interested reader on the subject matter (especially instructors). Finally, a list of useful Internet links is included (with a click & go option if online at the time).

Conclusion

- Answers the mail from the IG

- Serves as a template for other courses of instruction to be made multi-medium

- Easily expanded to include other options in the future

- Question database, new subjects, surveys, updates, chat rooms on subjects (could be instructor-guided discussion)

- Easily changed globally on web

- Common folders make it easy to change graphics and other common information

- Last Revised Dates on each product ensure timely *and* accurate (could easily include a pro rata sheet in index to display current versions of all lessons)

- Web-based product could be molded to function as an accountability tool as well (register as student, process for feedback, interactive pre-testing to establish baseline, etc.)

- All this, and still not technology reliant (can be distributed at the Wing level in paper form as last resort (also keeps cost at national level down).

- Thanks to CAP National Headquarters/USAF Air University staffs for 100% support throughout project. Recommend continued ACSC/CAP projects in future.